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ABSTRACT

Because schools must operate in a changing environment, educators must manage change whether they wish to or not. Administrators must plan accordingly, and the best plans arise from a solid theoretical base. This book provides that base, by drawing on systems theory to develop effective approaches to strategic and operational planning in education. The text evolved from case studies of successful planning in local school districts and from a national survey of education faculty. It focuses on the human dimension in educational planning and on the essential role of leadership and vision in the effective management of change. Chapter 1 provides an introduction to planning and the different types of planning. Chapter 2 introduces a broad perspective of systems theory. Chapters 3 and 4 describe in detail the strategic and operational planning processes. Chapters 5 through 11 discuss tools with which educational planners work--the mind, futures and trend analysis, the making of projections, group processes, surveys, charts and diagrams, and evaluation. Chapter 12 applies planning models to models of educational change. Guidelines for managing change are offered in the final chapter. A total of 50 figures and 3 tables are included. Appendices contain a sample staff development strategic plan, two examples of studies that used the Delphi Technique, an enrollment history and projections plan, a list of major formulas, a sample community survey, a sample Program Evaluation and Review Technique (PERT) chart, a diagram, and flowchart symbols. (LMI)

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